



**DEPARTMENT OF THE ARMY**  
**HEADQUARTERS, UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY**  
**OFFICE OF THE COMMANDING GENERAL**  
**UNIT 29351**  
**APO AE 09014-9351**

AEAGA-S

4 May 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army in Europe Command Policy Letter 3, Safety

1. References:

- a. AR 385-10, The Army Safety Program, 23 May 1988.
- b. AR 385-55, Prevention of Motor Vehicle Accidents, 12 March 1987.
- c. USAREUR Regulation 385-55, Prevention of Motor Vehicle Accidents, 26 January 2000.

2. I am the USAREUR Safety Officer, and my goal is No Loss of Life. This includes both aviation and ground safety. We will do everything possible to meet that goal by taking care of our soldiers, our civilian employees, our family members, and our equipment.

3. Safety is an inherent leadership function. It is every soldier's business. We must implement appropriate measures at all levels to prevent unsafe acts and conditions that are robbing us of our most precious asset: our people. Empower first-line leaders to ensure a safe environment in their units and hold them accountable for achieving the standard.

4. Safety, both air and ground, must be woven into everything we do: the right thing, the right way, all the time. We as leaders are responsible for the actions and omissions of the soldiers and civilians we lead, both on and off duty, to an extent that is unique to our military culture. We must concern ourselves with our soldiers' welfare and combat preparedness, including their physical and mental well-being, training, and personal and family readiness. Our philosophy must be overarching but simple—supervise, educate, and reduce risk—in order to seek out and eliminate conditions, practices, and habits that pose a threat to the safety of our people.

5. Use the following "Leader Safety Fundamentals" (encl 1) and "Where We Are At Risk—An Analysis" (encl 2) to build your air and ground written command philosophy. Be creative in driving home the need to work and play safely.

- a. Enclosure 2, "Where We Are At Risk—An Analysis," indicates that many of the accidents soldiers are involved in occur during vehicle operations. Leaders at all levels must ensure that their soldiers take proper precautions when operating motor vehicles, both on- and off-duty, and our aviation equipment.

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b. Enclosure 3 emphasizes command responsibilities in the safe dispatch of military vehicles. Commanders will follow these guidelines to ensure the welfare of soldiers involved in tactical and nontactical military vehicle operations.

c. Enclosure 4 provides procedures for ensuring the safety of soldiers while on pass or leave. Commanders will follow these procedures when reviewing requests for normal and extended weekend passes.

6. Safety is every soldier's responsibility. Soldiers must have the moral courage to step forward and speak up when an unsafe act or condition exists. Safety affects every facet of our daily lives. Through education, awareness, supervision, and responsible risk management, we can produce an environment that is safe for our soldiers and their families.

7. Soldiers at all levels will comply with the accident-reporting and investigation process in order to efficiently target risk areas. Leaders will also use the awards program to reinforce positive safety behavior.

4 Encls

A handwritten signature in black ink, appearing to read 'B. B. Bell', with a stylized, cursive script.

B. B. BELL  
General, USA  
Commanding

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A (AEPUBS)

## LEADER SAFETY FUNDAMENTALS

- **ESTABLISH A COMMAND CLIMATE THAT LEVERAGES TEAMWORK, DISCIPLINE, AND OWNERSHIP OF MISSION.** Leaders can establish a command climate that emphasizes the importance of safety by fostering teamwork, discipline, and ownership of mission. This requires continual education that builds an attitude of true safety consciousness in every member of the unit.
- **RECOGNIZE THAT SELF-DISCIPLINE, KNOWING WHAT RIGHT LOOKS LIKE, AND LEADERSHIP ARE KEYS TO SUCCESS IN ALL THAT WE DO.** Inherent to leadership authority is the obligation to issue and enforce standards. We can make our soldiers safer by training them to standard in their individual and collective tasks, ensuring they know what right looks like, and ensuring they have the self-discipline to do what is right. Demand performance to standard, and take decisive action when standards are violated.
- **SEEK BALANCE.** Combat is an extraordinarily dangerous activity in which success often involves risk. For this reason, we value leaders who are responsible risk takers—those who properly balance risk with mission accomplishment. In combat, we constantly assess risk; when the risk is too high, we seek other means of approaching the mission. Leaders must use this philosophy in their training programs. Our goal is to train realistically and safely, and to recognize and assess risk as we do in combat.
- **EXECUTE TRAINING TO STANDARD.** Commanders and command sergeants major are responsible for approving training and executing it to standard. Adhere to the safety requirements in AE Pamphlet 385-15.
- **INTEGRATE RISK MANAGEMENT INTO ACTIVITIES.** Leaders at every level will integrate risk management into all activities, both on and off duty. High levels of residual risk must be elevated to at least the battalion or brigade level for decision, depending on the availability of the next senior commander. Extremely high levels of residual risk must be elevated for decision to the first general officer in the chain of command.
- **ENFORCE RESPONSIBLE BEHAVIOR.** Raise awareness of personal risk and insist that our people develop a sense of responsibility for their own well-being. Discourage risky off-duty behavior that could lead to injury or death. Leaders should know who is at risk in their units, understand the potential effects of rapidly changing environments, and train and educate their subordinates accordingly. Identify and eliminate hazards to soldiers, civilians, and family members.
- **ESTABLISH EMERGENCY-CONTACT AND “RIDE-HOME” PROGRAMS.** Each unit must ensure that their soldiers know whom to call when they are at risk. Ride-home programs should encourage soldiers who need a ride to request one from their unit, the military police, or personnel involved in voluntary Soldiers Against Drunk Driving (SADD) programs.

## WHERE WE ARE AT RISK—AN ANALYSIS

Statistics show that soldiers in the ranks of private through specialist and between the ages 18 to 25 have most of our accidents. Privately owned vehicle (POV) accidents account for most of our fatalities. Leaders at every echelon must know who in their areas of operation is involved in accidents, where these accidents occur, and under what circumstances.

Leaders must get in the cockpit, the crew compartment, and the hearts and minds of our soldiers, civilians, and family members. We must take extensive measures to ensure that our training, certification, and licensing programs are effective and clearly understood. Leaders must continue to ensure that the licensing and supervision of personnel operating tactical and nontactical vehicles and driving POVs are strictly according to established standards.

The following is a summary of the causes of frequently occurring accidents:

### On-Duty Vehicle Operations

- Speed: Failure of senior occupants to know and enforce speed limits.
- Mission approval and mission briefings: Failure by leaders to properly brief drivers, inadequate planning, complacency, and failure to follow established procedures.
- Seatbelt use: Failure to enforce proper use of seatbelts, and leaders not setting the example.
- Fatigue: Lack of consideration of the time of operation or extended duty.
- Indiscipline: Not following established procedures (for example, observing the speed limit, carrying out preventive maintenance checks and services, following proper dispatch procedures).
- Risk management: Failure to reduce risk when mission conditions change.

### Off-Duty Vehicle Operations

- Speed: Excessive speed for conditions, traffic, weather, or experience level.
- Seatbelt use: Failure to use seatbelts (a major factor in reducing fatalities).
- Fatigue: Weekend trips at extended distances, late-night returns, and poor trip planning.
- Alcohol: Driving while under the influence.
- Improper passing: Violating the rules of the road or driving too fast for conditions.

### Soldier Activities

- Bivouac: Failure to designate safe sleeping areas and restrict vehicle traffic. Failure to use only authorized vented heaters and take fire-prevention precautions in tents and structures.
- Convoy operations: Failure to ensure that convoy standards are briefed, understood, and followed.
- Deployment operations: Failure to properly assess risks and follow standards in AE Pamphlet 385-15.
- Night-vision-goggle operations and training: Failure to operate according to the “crawl-walk-run” philosophy. Failure to ensure that soldiers are trained and proficient.
- Rail operations: Failure to ensure that rail-operations standards in AE Pamphlets 385-15 and 385-15-2 are briefed, understood, and followed, and failure to comply with the prohibition against climbing on railcars or loaded equipment after the equipment is loaded, during transit, and before the equipment is unloaded.

### Aviation

- Striking objects: Striking trees and wires, lack of night-vision acuity, and poor crew coordination and cross checking.
- Standards: Failure to follow published procedures or practice “mission ownership.”
- Complacency or lack of attention to detail: Errors by the air mission commander, instructor pilot, and pilot in command.

## **SAFETY AND DISPATCH OF MILITARY VEHICLES**

### **1. References:**

- a. AR 600-55, The Army Driver and Operator Standardization Program (Selection, Training, Testing, and Licensing), 31 December 1993.
- b. AE Regulation 600-55, Driver- and Operator-Standardization Program, 25 February 2003.
- c. USAREUR Regulation 385-55, Prevention of Motor Vehicle Accidents, 26 January 2000.

2. Our accident history shows that vehicle accidents account for a significant part of our safety risk. Commanders will give special attention to the safety and welfare of soldiers involved in tactical and nontactical military vehicle operations. Leaders will ensure that unit safety officers and safety noncommissioned officers (NCOs) are appointed on orders and attend the Safety Officer/NCO Course (SOC 40) within 90 days after being appointed. Commanders will—

#### **a. Ensure military vehicle operators are—**

(1) Selected, trained, tested, and have signed drivers licenses according to references 1a and b. The battalion commander is the licensing authority.

(2) Certified by a qualified driver instructor who is licensed for the equipment being tested and trained to perform all tasks associated with the mission.

(3) Provided remedial and annual skill-sustainment training and testing according to references 1a and b.

b. Conduct risk assessments according to reference 1c and according to the mission, enemy, terrain, troops, and time available (METT-T) before beginning an operation involving combat and tactical military vehicles. Take steps to minimize risks.

c. Ensure that military vehicles are not dispatched singly or in convoys without a noncommissioned officer in charge (NCOIC). When the mission NCOIC has a specialty (for example, observer/controller), the commander will determine whether or not testing-certification is appropriate. Dispatching military vehicles without an NCOIC requires the personal approval of the commander, who will base the decision on a mission risk assessment. When dispatching vehicles assigned to administrative units such as staff offices, or when dispatching nontactical vehicles, the commander is authorized to dispatch the vehicle without an NCOIC, but only after conducting a risk assessment.

d. Ensure that all vehicles have working seatbelts and that personnel use them whenever operating or riding in vehicles. Commanders will administratively “deadline” vehicles without seatbelts.

e. Ensure that appropriate records and licenses are maintained and managed according to the references in paragraph 1.

Encl 3

## VEHICLE SAFETY DURING PASS AND LEAVE PERIODS

1. Reference the HQ USAREUR/7A Safety Division website at *<http://www.per.hqusareur.army.mil/services/safetydivision/main.htm>*.
2. The safety of our soldiers both on and off duty is vital to mission accomplishment. Off-duty vehicle accidents are the primary threat to our soldiers. To counter this threat, leaders at all echelons must give special attention to “high-risk and extremely high-risk” soldiers, specifically during off-duty periods. When reviewing requests for normal and extended weekend passes, commanders will do the following:
  - a. Raise awareness of the “at-risk” population, geographic areas, and roadways where increased incidents occur. Include local road-safety risks as a topic for all incoming soldiers within 30 days after they arrive. This applies regardless of whether or not the soldier has a privately owned vehicle (POV) drivers license.
  - b. Require soldiers, in conjunction with their first-line leaders, to complete the Driver’s Risk Awareness Questionnaire on the Safety Division website. This will help the commander identify those who meet the definition of “high-risk and extremely high-risk.” This is a one-time requirement for each soldier unless the leadership believes that a reevaluation is appropriate.
  - c. Require soldiers identified as “high-risk and extremely high-risk” to complete the Off-Duty Risk Assessment on the Safety Division website and give it to their commander when they are planning to use a POV, rental vehicle, or borrowed vehicle to travel outside the community in which they live. The soldier’s chain of command must review the assessment; consider the travel distance, duration, and mode; and approve or disapprove the request based on the determined risk levels.
  - d. Use countermeasures to reduce or eliminate the risk associated with soldier travel plans.